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MEMORANDUM FOR: Deputy Director for Intelligence

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : DDI Responses in Agency Employee Survey

1. Action Requested: Follow-up, as seen necessary.
2. Our initial analysis of the Agency employee survey (taken during the summer of 1976) was sent to the Director this past October. A more in-depth analysis was presented to him in late April 1977 which noted significant differences among respondents according to Career service affiliation, age, grade level, etc. At that time I informed the Director that a third report would be directed to each career service to assist management officials as they consider possible modifications to their existing personnel management programs. Attached is that third report offered for your consideration. The report has addenda; the first contains a comparison of DDI survey results with that of the Agency at large. The second provides a brief analysis of the written comments made by survey participants along with samples.
3. The survey represents part of a continuing program to evaluate personnel management practices in the Agency. The survey data are intended to serve as an Agency-wide reference for inter-Career Service comparison, to provide feedback to each Career Service, and to enable management to note significant changes or trends in employee perceptions from one time period to another. Since this represents the first Agency-wide survey, we have no grounds to conclude that these perceptions are improving or worsening. The survey did ask employees for critical views and the airing of employee views is good provided management takes action to deal with those problem areas employees might identify. If management fails to be responsive to employees opinion or takes alarm because employee criticism is made explicit, matters may be made worse.

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4. The conclusions to the survey findings are contained in the report itself. However, as you are aware, certain components have changed career service affiliation in the interim. Since survey participants were not asked to identify their office of assignment, we are unable to make any adjustments or realign components to reflect their current directorate or career service ties. For the purpose of this report and its addenda FBIS is included as being a part of the DDI Career Service; the Office of Weapons Intelligence and the Office of Scientific Intelligence are not included. Unfortunately, other than noting the fact that FBIS was the only DDI component located in the Washington Metropolitan Area there is little, if any, additional information.

5. Rather than highlight the conclusions here, I call your attention to the shared responsibility we have for follow-up action. The Office of Personnel has reacted to the indications of need for additional Agency-wide guidance. Each Career Service, of course, retains action responsibility in many program areas of personnel management. If my office may be of any assistance to you as you evaluate your personnel programs, please let me know.

(Signed) F. W. M. Janney

F. W. M. Janney

Att.

As stated

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